

Environmental Policy

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We will operate all work and business activities in a manner which ensures appropriate care and protection of the environment.

We will comply with all applicable legal and other local environmental obligations. We will be pro-active in preventing negative effects to the environment and will continuously improve our environmental management systems and performance.

Organisation and Responsibilities

We regard all environmental matters – including climate change – as a mainstream management responsibility. Executives and line managers are directly responsible for environmental matters in operations under their control. Management is accountable for environmental performance against objectives.

Each and every employee is responsible and accountable for environmental matters in activities under their control.

We will encourage our suppliers to adhere to the same environmental standards as we do.

We expect everyone to participate positively in achieving our environmental aims.

Our Beliefs

- Preserving the environment is Good Business.
- All employees must contribute to protect the environment.
- All environmental incidents are preventable.

Our Commitments

- Minimise direct and indirect CO₂ and other greenhouse gas emissions, by reducing the energy intensity of our business and using cleaner energy sources.
 - Achieve 100% carbon-free electricity by 2030
 - Reach net zero Scope 1 and Scope 2 emissions by 2050
- Minimise the consumption of water and other resources.
- Reduce waste at source and during production.
- Increase the usage of recycled materials and promote the development of the circular economy.
- Minimise any pollution or releases of substances which could adversely affect humans or the environment.
- Avoid negative impacts on biodiversity.

Our Actions

- We will raise environmental issues at all levels, openly consult with stakeholders to address them, and report regularly on them.
- We will build environmental protection into our products and processes.
- Environmental risk assessments will be undertaken to identify hazards, prioritise any deficiencies and correct them in an appropriate way as well as to develop appropriate procedures.
- We will set targets and implement action plans to improve our environmental performance.
- All our investment decisions will include an analysis of their environmental impact. An internal price for CO₂ emissions will be included for the calculation of payback for all investments reaching the threshold for approval by the BU Presidents or Chief Executive.
- We will provide training to all employees and contractors to ensure that they understand their responsibilities and are able to act accordingly.
- Every business facility will have an appointed Environmental Manager.
- Every manufacturing site will implement an environmental management system that is aligned with ISO 14001.

This policy has been approved by the Group Executive Committee and will be displayed and implemented at all facilities.

The Group Executive Committee

v 5.01, 07/2025



Patrick André
Chief Executive



Nitin Jain
President Advanced Refractories



Pascal Genest
President Flow Control



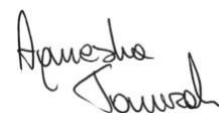
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Mark Collis
Chief Financial Officer



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General Counsel & Company Secretary



Agnieszka Tomczak
Chief Human Resources Officer

